



DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20301

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Lieutenant General Edward J. Heinz, USAF
 Director
 Intelligence Community Staff

LIA 3-SR

[Redacted]
 Washington, DC 20505

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Dear General Heinz:

DIA as JCS/J-2 is leading production of, "Doctrine for Intelligence Support to Joint Operations." The need for such doctrine was emphasized by the Goldwater-Nichols Department of Defense Reorganization Act. Direction is from the Joint Chiefs of Staff. I am writing to ask for your personal assistance in this very important project. I believe this task is so important that I can not leave it to my action officers alone to work. I am asking you and other senior officers to weigh in at the front end of the process and give me your personal views. I need the benefit of your experience in determining those principles that should drive intelligence support to joint operations. Our focus, of course, is on the entire spectrum of conflict with emphasis on crisis and war.

I believe that we must make this keystone document relevant to a wide audience: those supported by intelligence as well as for intelligence professionals. To do this we must deal with many difficult issues. I need to answer such questions as whether we have changed doctrinally to accommodate advances in technology and capability. My staff has already begun to identify principles and issues; however, my goal is to ensure that we haven't inadvertently omitted anything you think important. My game plan is to work the tough issues off-line and then insert the results into the evolving doctrinal publication. A list of candidate issues is enclosed for your use and information. We will try to focus our efforts on resolving issues and, while not tilting at windmills, attack the tough problems.

I ask you to take a few moments and give me the benefit of your experience in a letter, handwritten note, phone call, or meeting so that I can do the best job possible in guiding the efforts to produce intelligence doctrine that is meaningful. Since we are in the initial stages of the development process, the earlier you can provide me with your thoughts the greater the impact.

Sincerely,

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1 Enclosure a/s

[Redacted]
 Brigadier General, USAF
 Assistant Deputy Director
 for Command Support and Plans

SOME CANDIDATE ISSUES FOR INTELLIGENCE DOCTRINAL DEVELOPMENT

PREMISE: Commanders must have access to all required intelligence.
ISSUE: Can operational considerations outweigh security considerations?
Can security be maintained by disassociation of information from source?

PREMISE: Intelligence data bases will be structured and maintained for support of joint operations.
ISSUE: Do intelligence data bases support joint operations?

PREMISE: Theater intelligence assets will be directed and applied in support of joint operations.
ISSUE: How are theater intelligence assets directed?

PREMISE: Joint and theater components' intelligence assets will support combined, joint, and component operations.
ISSUE: What are the roles & functions of a joint intel facility?

PREMISE: All echelons of counterintelligence and denial and deception activities will be employed to support and protect joint operations.
ISSUE: Who directs counterintelligence activities for a joint operation?

PREMISE: There must be coordinated and complementary tasking of organic, theater, and national IMINT, SIGINT, and HUMINT support for joint operations.
ISSUE: Who has the perspective and authority to task?

PREMISE: Attaches' collection and reporting will support joint operations.
ISSUE: How is operational control executed?

PREMISE: Intelligence dissemination must be tailored for timely receipt and application of critical intelligence.
ISSUE: Does routine intelligence hamper the flow of critical intelligence?

PREMISE: Operational intelligence requirements must be integrated and prioritized with national, theater, and other joint operations' requirements.
ISSUE: How is this done?

PREMISE: There will be a single intelligence system (structure, assets, responsibilities) for support of joint operations in situations of peace, crisis, and war.
ISSUE: Does the peacetime intelligence structure adequately support the spectrum of operations? ISSUE: Who has the perspective and authority to task?

PREMISE: Production of intelligence at all echelons must match requirements of plans and operations.
ISSUE: Is this happening? ISSUE: Who has the responsibility for tasking and production?

Enclosure 1